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ABSTRACT

A discussion of supervisory training which simulates experience is presented. Topics included are: (1) advantages of simulation, (2) use of simulation, and (3) other tips. (CK)

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ED 078258

TRAINING GUIDE TG 5-19

THE IN-BASKET EXERCISE

OFFICE OF ASSISTANT ADMINISTRATOR FOR PERSONNEL
VETERANS ADMINISTRATION WASHINGTON 25, D.C.
JULY 1961

THE IN-BASKET EXERCISE

WHAT IS IT?

Training which approximates or "simulates" experience forms a bridge between the training and performance on the job. The case method, for example, attempts this approximation. (See TG 5-16, "Management Development Casebook.") A new technique which simulates experience even more closely is in "In-Basket Exercise." It consists of confronting a group with such material as a supervisory or administrative official might find in his in-basket on a given day and requiring each member to decide how he would handle it. The items in the in-basket present a variety of realistic operating situations ranging from the simple to the complex.

Various settings have been used for the exercise and different roles have been played by the participants. The selections are made on the basis of the backgrounds and needs of the participants. For the exercise used in this guide the role is that of a VA manager. Each participant assumes the role of Mr. Homer Sage, newly appointed as the Manager, VA Center, Utopia, Somestate. On arrival Mr. Sage finds that he has to leave the station in two hours and will be gone for two weeks. The Assistant Manager is home with a minor illness. Mr. Sage's secretary has left a packet of materials in his in-basket. As Homer Sage, each participant is to go through the packet and note on each item what he would do and why he would do it. He is not allowed to call anybody in to help him, to phone anybody, or to take any of the materials with him on the trip. He may, however, write reference slips or notes. When the Homer Sages complete this assignment, the moderator leads a discussion. He asks the group members how they handled the items and stimulates a discussion on the various approaches used.

WHAT ARE THE ADVANTAGES?

These are pretty much the advantages of the case method which are described on page 2 of TG 5-16. However, the in-basket exercise achieves certain of these advantages more fully.

- It provides specific experience in individual decision making and problem solving.
  - Some of the items are connected in various ways, so it is necessary to discover interrelationships.
  - Some of the items are considerably more urgent than others, so it is necessary to determine the relative importance of various matters.
  - The time is short, which requires that it be used in the most efficient manner.
- It produces a vivid realization that supervisory and administrative problems do not have a single answer. A group member may feel quite content with his answer, until somebody else not only comes up with a different answer, but also makes a good case for it. Members also discover that they may have overlooked a factor or that they have given different emphasis to the factors.
- By requiring the members to select the person who will best carry out an action, it brings out the importance of getting things done through people.
- It allows for interchange of experience. When several members mention that "the same situation happened in our division one time," they realize that other people have problems similar to their own and that other people have difficulty in solving these problems.

HOW CAN YOU USE IT?

1. Read through the appendices. Appendix A outlines the instructions for the exercise; Appendix B is a demonstration item to give the group an opportunity to try out the technique; Appendix C contains items of the type which can be used in an in-basket kit; and Appendix D gives some notes on these items. These notes do not give a complete analysis. They simply list some comments which may help the moderator in conducting the discussion. The notes cover aspects

such as the type of item, the relationships of items, possible responses, and questions which may occur to the Homer Sages while they are deciding what they would do.

2. Decide the role that the participants will play. We have already mentioned the role of the Manager of a VA Center. You may wish to use your own type of station. Most persons in the middle management level should be able to put themselves in the role of a field station manager. Another possibility is to use a lower level, for example, a division chief. If this is done, the items should be sufficiently general so that a cross-section of station supervisors will be able to tackle them without too much difficulty.

3. Develop substitute items, if desired. The sample items in Appendix C are illustrative of the type that can be used. Judging from our experience with this technique, you should not have any difficulty in drawing on your own experience to develop substitutes for any items you don't wish to use. We suggest about 20 to 22 items. They should be mostly those which provide exercise in applying administrative knowledges. You can include a few routine items for sake of variety, as well as a few "trap" items. The latter are those having hidden implications which may be overlooked unless the items are carefully studied. You will note that in the samples we have used names that add a touch of humor. This helps to keep the group "loosened up." If you prefer, of course, you can use "straight" names.

4. Reproduce items locally. Have enough for a complete kit of items for each member of the group.

5. Decide the procedure which the moderator will use. A suggested procedure is as follows:

   a. Give a brief introduction. Outline the purpose of the exercise. Stress that while the exercise is quite practical, the group should have fun. The experience of those who have used the technique is that participants enjoy it.

   b. Read the instructions, Appendix A, aloud. Stress the fact that each person is to write down not only what he would do but why he would do it. Unless he does the latter, the ensuing discussion is likely to be shallow and, therefore, less beneficial.

   c. Distribute the instructions and give the group a few minutes to read them. Both hearing and reading the instructions will make them stick better. Answer any questions about the instructions.

   d. Distribute the demonstration case (Appendix B) and allow the group about five minutes to do it.

   e. Discuss the demonstration case. The elapsed time up to this point should be about 20 minutes.

   f. Distribute the kit of items you have developed. Tell the members how much time they will have to complete the assignment. Allow 75 minutes for about 20 to 22 items. While the group is working, walk around the room so you can answer any individual questions.

   g. At the end of the 75 minutes give the group a "break." You may call the "break" earlier than this, if many of the group finish early and show signs of restlessness. Caution the group to defer discussion of the items until after the "break."

   h. Discuss the items. An hour and a half for this would be about the minimum time. Of course, more can be allowed. The items don't have to be taken up in any order. You can start with a few easy ones to give the group confidence; another way is to ask the group members which item they considered most pressing. It isn't essential that all items be discussed. For each item allow sufficient time for the group to give a number of responses and to discuss them. However, don't allow the discussion to get so protracted that the group covers only a snall number of items.

i. Give a 10-15 minute summation. One approach is to describe some of the points relating to decision making which were touched on during the discussion, either explicitly or implicitly. For example, these "needs" are usually mentioned:

(1) The need to consider the facts. However, you never can get "all the facts." The question is, "When do you have enough facts to justify action?"

(2) The need to consider timing. The right decision at the wrong time can turn out to be a wrong decision. The saying, "Better late than never" is sometimes, "Better never than late." Inaction is sometimes advisable.

(3) The need to look under the surface. Will a particular solution treat the symptoms and ignore a deeper problem? Will you, in effect, be giving aspirin for a headache that persists?

(4) The need to adapt the decision to the situation. No act occurs in a vacuum; everything takes place in a rich context of human relationships and other circumstances. In order to make a wise decision you must try to know this context.

(5) The need to consider the consequences of the decision. An immediate solution which appeals from the viewpoint of expediency may also involve pitfalls, as for example in the way people respond to it. It may also look less desirable when you look at the long-range consequences.

(6) The need to consult. This means using your experts and consulting those who can help you make a decision. But it also means consulting those who have to make the decision work and those who are affected by the decision.

(7) The need to understand the limitations of orders. This refers to an appreciation of the fact that issuance of orders doesn't necessarily ensure the accomplishment of purpose.

SOME OTHER TIPS

1. Some members of the group may have difficulty placing themselves in the role as assigned. They may say, "I wouldn't try to handle these types of problems in such a short time" or "I wouldn't think of deciding these things without calling a staff meeting." If this occurs, agree that the situation is artificial in certain respects. Explain that the "rules of the game" have been purposely constructed to achieve certain specific purposes. Point out that the problems are typical, even though no one station would have so many troubles, and that consideration and later discussion of them will be valuable.

2. Initially the group may look for a "school solution" or may expect the moderator to decide which of the proposed solutions is correct. Usually there is more than one right answer. One of the tasks of the moderator is to help the group realize this. For suggestions on how to carry out this task see pages 8 through 11 of TG 5-16.

3. The dates used in the appendices are based on Homer Sage's arrival at the Utopia Center on a specific date. This has been done so you can see the chronological relationship of the items. We suggest, however, that you make the date of arrival the same as the date on which you conduct the exercise. This gives it more immediacy. If you use any of the sample items, adjust the dates accordingly. For example, in the first paragraph of Item 5 the date of the luncheon should be the second work day following Homer Sage's arrival at the station.

4. The items in Appendix C are numbered for ease of identification with the comments. We suggest you also use a numbering system; this will it easier for the participants to identify the items readily during the discussion period. If you do this, mix up the items in the kit so that the members won't feel that they have to tackle them in strict numerical order.

APPENDIX A

INSTRUCTIONS FOR THE "IN-BASKET EXERCISE"

We are going to have a little exercise in individual decision making and problem solving, in a hypothetical management situation. You are to assume that it is 8:45 a.m., Friday, August 25, 1961. You, Homer Sage, have arrived about 30 minutes ago at the Utopia VA Center, Somestate, to assume your duties as Manager, a post to which you were appointed 2 weeks ago. Your predecessor, Rollin Stone, was transferred at that time to another VA station. The Utopia Center consists of an RO with 300 employees and a GM&S Hospital (600 employees) with one closed ward. The station number is 4075.

This is the first time you have ever been to Utopia VAC. About 10 minutes ago you received a wire from CO telling you that you have to go to CO on a special project. You will return to Utopia on September 4, 1961. In order to catch your plane you must leave the station at 11 a.m. - 2-1/4 hours from now.

Your Assistant Manager, Miles A. Way, Acting Manager for the past 2 weeks, is home today with a mild touch of laryngitis. After receiving the wire from CO it takes you about 15 minutes to take care of various administrative details connected with your trip, including the designation of Lee Gill, Chief Attorney, as Acting Manager until Way's return. You decide to spend the two hours remaining in going through your in-basket AND TAKING WHATEVER ACTION IS APPROPRIATE on the items in it.

For this exercise, you are to go through the entire contents of your IN-BASKET and write down in a few words on each item what you would do and why. Every action you wish to take should be noted down briefly, including notes to your Secretary, to others and yourself. (Use "Homer Sage" as your signature, of course.) You cannot call anybody to help you, phone anybody, or take any of the materials with you on your trip.

You are to use your own experience as the basis for your actions in the role of Homer Sage. Please try to put yourself in his place for the duration of the exercise.

You will be given 75 minutes in which to write down on each item the action you would take and why. Then you will have an opportunity to discuss with the other participants the appropriateness of your actions.

The IN-BASKET packet will be collected at the end of the session. However, this is not a test. Do not write your true name on any of the items.

THINGS TO REMEMBER!

THE DAY IS TODAY. THE TIME IS THE PRESENT.

WRITE DOWN BRIEFLY EVERY ACTION YOU WOULD TAKE ON THE ITEM, NOW OR ON YOUR RETURN, AND WHY. (If the action involves a memo, letter, or meeting, etc., jot down a brief description of the contents or agenda.)

YOU MUST WORK WITH THE MATERIALS AT HAND. YOU CAN'T CALL ANYBODY IN TO HELP YOU. YOU CAN'T PHONE ANYBODY BEFORE YOU LEAVE FOR CO. YOU CAN'T TAKE CARE OF ANY OF THE ITEMS WHILE IN CO.

YOU WILL BE GONE FOR ABOUT 10 DAYS, BEGINNING ABOUT TWO HOURS FROM NOW. ALL ITEMS ARE TO BE CONSIDERED AS ORIGINALS (unless specifically marked) AND TO BE TECHNICALLY CORRECT.

ALL ITEMS ARE TO BE CONSIDERED AS HAVING PROPER WHITE AND GREEN COPIES ATTACHED (where applicable) AND BEING OTHERWISE IN APPROPRIATE FORMAT.

APPENDIX B

VETERANS ADMINISTRATION
CENTER
UTOPIA, SOMESTATE

DEMONSTRATION ITEM

Your File Reference:

In Reply Refer To: 4075/25

Mr. Lester Corcoran
Manager
Utopia Transit Company
[illegible] Speedwell Street
U[illegible]a, Somestate

Dear Mr. Corcoran:

Our Hospital Day earlier this month was a great success. A very large part of this was due to the special bus service to our Center, which you arranged. We could not have told so many people about our medical services to veterans, if you hadn't got them out here to begin with.

I am sure that these special arrangements meant much extra work for you and the company employees. As I told you over the phone last week, we certainly appreciate your help very much. Thank you for your fine cooperation.

Very truly yours,

MILES A. WAY
Acting Manager

NOTES ON APPENDIX B

Possible responses

1. What - Note to secretary: "Hold for Mr. Way to sign on his return."

   Why - There is no need to revise this letter for my signature or that of Lee Gill. Mr. Way apparently was in direct contact with Mr. Corcoran and it would be better for him to sign the letter.

2. What - Note to secretary: "Revise and retype for Mr. Gill's signature as Acting Manager. When I return remind me to call Mr. Corcoran also."

   Why - There is no need to hold up this letter, but when I return I want to get acquainted with Mr. Corcoran.

3. What - Note to secretary: "Revise and retype for my signature and hold for my return."

   Why - I want to get acquainted with Mr. Corcoran and this presents a good way of accomplishing it.

Other comments

1. This is an easy item which serves to warm up the group and to give them practice in writing down both the what and the why. There is no particular format; the group will probably not use that shown above.

2. We mentioned earlier that you should allow sufficient time to obtain a number of responses and a discussion of them. As to the former, the moderator can point out that even a simple item like this can produce a number of alternatives. As to the latter, those who have decided on the first two responses above will probably take issue with those who gave the third response. Of course, as is also mentioned, there won't be enough time for an extensive discussion on each item.

APPENDIX C

SAMPLE ITEMS

Item 1

VETERANS ADMINISTRATION

REFERENCE SLIP

TO (Name or title—Organizational element—Room No. and bldg.)	INITIALS—DATE
1. **Manager** (4075/00)	
2.	
3.	
4.	
5.	

REASON FOR REFERENCE

- [X] APPROVAL
- [ ] AS REQUESTED
- [ ] CALL ME
- [ ] COMMENTS
- [ ] CONCURRENCE
- [ ] FOR YOUR FILES
- [ ] INFORMATION
- [ ] NECESSARY ACTION
- [ ] NOTE AND RETURN
- [ ] PER CONVERSATION
- [ ] RECOMMENDATION
- [X] SIGNATURE
- [ ] PREPARE REPLY FOR SIGNATURE OF

REMARKS

The due date (Aug. 24) for this report is unreasonable. Besides the report is unnecessary. If we kick up some fuss about it, maybe they'll discontinue it some day.

FROM

Frank M. Grover

Chief, Finance Division (4075/24)

DATE: 8/24/61

TEL. EXT. 443

VA FORM OCT 1956 **3230** EXISTING STOCKS OF VA FORM 1230, NOV 1945, WILL BE USED.

GPO 1957—O-426110

NOTE: This reference slip and the following telegraphic message are stapled together as one item.

Item 1

NAME OF AGENCY
VA CENTER
UTOPIA, SOMESTATE

PRECEDENCE
ACTION PRIORITY
INFO.

SECURITY CLASSIFICATION

TYPE OF MESSAGE
☐ SINGLE ☐ BOOK
☒ MULTI ADDRESS

ACCOUNTING CLASSIFICATION

THIS BLOCK FOR USE OF COMMUNICATIONS UNIT

STANDARD FORM 14 REV. MARCH 15, 1957
GSA REGULATION 2 IX 203.04

TELEGRAPHIC MESSAGE

OFFICIAL BUSINESS
U. S. GOVERNMENT

MESSAGE TO BE TRANSMITTED (Use double spacing and all capital letters)

THIS COL. FOR AGENCY USE

START MESSAGE ADDRESS HERE

(ACTION) VACO WASHINGTON DC

(INFO) AREA MEDICAL DIRECTOR

24/ TIME REQUIRED TO ASSEMBLE DATA FOR MONTHLY REPORT ON DISTRIBUTION OF EXPENDITURES BY APPROPRIATION RCS X-102 PREVENTS SUBMISSION BY DUE DATE. RQST 10 DAY EXTENSION. 00

DO NOT TYPE MESSAGE BEYOND THIS LINE

PAGE NO. 1 | NO. OF PAGES 1

NAME AND TITLE OF ORIGINATOR (Type)
Frank N. Ernest
Frank N. Ernest, Chief, Fin. Div.(4075/24)

ORIGINATOR'S TEL. NO.
X542

DATE AND TIME PREPARED
8/24/61 8:20 a.m.

SECURITY CLASSIFICATION

I certify that this message is official business, is not personal, and is in the interest of the Government.

(Signature)

GPO : 1957 O-F—423399

(TELETYPE) Item 2

VETERANS ADMINISTRATION PRIORITY

CENTRAL OFFICE

(ACTION) UTOPIA VA CENTER

(INFO) AREA MEDICAL DIRECTOR

OO/ MONTHLY REPORT ON DISTRIBUTION OF EXPENDITURES BY APPROPRIATION

RCS X-102 DUE 8/24 NOT RECEIVED PERIOD SUBMIT REPORT BY RETURN WIRE 20/24

Item 3

1842 North Main Street
Utopia, Somestate
August 23, 1961

Manager
Utopia VA Center
Utopia, Somestate

Dear Sir:

I wanted to write to you, the top man, to tell you how much I appreciate what you people did for me during my recent stay at your hospital. There couldn't have been a nicer, more cheerful bunch of persons taking care of me. Incidentally, Joe Smith, one of the nursing assistants, was absent the day I was leaving and I wasn't able to give him the enclosed as a token of my appreciation. Will you please see that he gets it.

Thanks again for your wonderful work. God bless you all.

Sincerely yours,
Edward Euphoria

August 23 1961 No 803
UTOPIA TRUST COMPANY
UTOPIA, SOMESTATE

Pay to the order of Mr. Joseph Smith
Five and 00/100 Dollars
$ 5.00 Edward Euphoria

NOTE: The check should be stapled to the letter.

Item 4

Standard Form 63
Jan. 1952

U. S. GOVERNMENT
MEMORANDUM OF CALL

Date	Time
8/25/61	8:30 a.m.

TO—
Mr. Sage

☒ YOU WERE CALLED BY— ☐ YOU WERE VISITED BY—

Mr. Deadline

TELEPHONE:	Number or code	Extension
	ST 4-3281	

☒ PLEASE CALL ☐ WAITING TO SEE YOU
☐ WILL CALL AGAIN ☐ WISHES AN APPOINTMENT
☐ RETURNING YOUR CALL

LEFT THIS MESSAGE: Mr. Deadline, the editor of the Utopia Gazette, heard that a mental patient escaped yesterday and wishes to know if he is dangerous.

Mr. Deadline is probably referring to that patient, Sam E. Loper.

Received by—
Semper Utilis
(Secty)

U. S. GOVERNMENT PRINTING OFFICE 1957—O-412829

Item 5

UTOPIA ROTARY CLUB
1215 Main Street
Utopia, Somestate

August 22, 1961

Mr. Rollin Stone
Manager
VA Hospital
Utopia, Somestate

Dear Mr. Stone:

Thank you very much for accepting our invitation to speak on August 29 at our noon luncheon. As always, we are looking forward to hearing you.

By the way, one of our members who is a little short this month asked me if he could pay his insurance premium late. His payment was due August 1, and he would like to wait until September 15. I told him that I was pretty sure he had a sixty-day grace period, but that I would check with you to make absolutely certain. Would you please write to him directly - Y. B. Close, 3510 Abercrombie Street, Utopia.

Sincerely yours,

Otis B. Joiner

OTIS B. JOINER
President

Item 6

VETERANS ADMINISTRATION

REFERENCE SLIP

TO (*Name or title—Organizational element—Room No. and bldg.*)	INITIALS—DATE
1. Manager (4075/00)	
2. Chief, Personnel Division (4075/25)	
3.	
4.	
5.	

REASON FOR REFERENCE

1 [X] APPROVAL	[ ] CONCURRENCE	[ ] NOTE AND RETURN
[ ] AS REQUESTED	[ ] FOR YOUR FILES	[ ] PER CONVERSATION
[ ] CALL ME	[ ] INFORMATION	[ ] RECOMMENDATION
[ ] COMMENTS	2 [X] NECESSARY ACTION	1 [X] SIGNATURE

[ ] PREPARE REPLY FOR SIGNATURE OF

REMARKS

For approval and signature.

FROM: Hiram Fast
HIRAM FAST, Chief
Personnel Division (4075/25)

DATE: 8/24/61

TEL. EXT.: 551

VA FORM OCT 1956 **3230** EXISTING STOCKS OF VA FORM 3230, NOV 1945, WILL BE USED.

NOTE: This reference slip and the following SF 52 are stapled together as one item.

Item 6

Standard Form 52—Rev. July 1957
Promulgated by the U. S. Civil Service Commission FPM. R-1

REQUEST FOR PERSONNEL ACTION

PART I. REQUESTING OFFICE: Unless otherwise instructed, fill in all items in this part except those inside the heavy lines. If applicable, obtain resignation and separation data on reverse side

1. NAME (Last—First—Middle—Mr.—Miss—Mrs.)	2. DATE OF BIRTH	3. IDENTIFICATION (Optional)	4. Request Number
Corbett, Edward Mr.	1/11/24		402

5. Kind of Action Requested: (1) Personnel (Specify appointment, reassignment, resignation, etc.)	C. Proposed Effective Date	D. Date of Request
Promotion	ASAP	8/23/61
(2) Position (Specify establish, revise, abolish, etc.)	E. Position Sensitivity	

5. NATURE OF ACTION (Use standard terminology)	6. EFFECTIVE DATE OF ACTION	7. CIVIL SERVICE OR OTHER LEGAL AUTHORITY
PROMOTION		2.501(a)

FROM—		TO—	
Personnel Assistant 4075-635-B	8. POSITION TITLE AND NUMBER	Personnel Assistant (Assistant Personnel Officer) 4075-483-0	
GS-201-9, $6585 p.a.	9. SERIES, GRADE, SALARY	GS-201-11	
Personnel Division	10. NAME AND LOCATION OF OFFICE BY WHICH EMPLOYED	Same	
Personnel Activities			
Utopia VA Center	11. DUTY STATION	Same	
☐ Yes	12. APPORTIONED POSITION	☐ Yes ☐ Apportionment Waived ☐ Proved STATE:	

F. Remarks by Requesting Office (Continue in item F on reverse side, if necessary. Show, if applicable, any known additional or modified reasons for resignation)

Exception to promotion plan - "Upgrading of position without substantial change in duties".

G. Requested by (Signature and Title) Hiram Fast
Personnel Officer

H. For additional information Call (Name and telephone number)

I. Request approved by:
Signature
Title: Manager

PART II. TO BE COMPLETED BY PERSONNEL OFFICE (Items inside heavy lines in Part I above also to be completed)

13. VETERAN PREFERENCE				14. TENURE GROUP	15. POSITION TO BE OCCUPIED IS IN THE
No.	5-pt.	10-pt. Disab.	10-pt. Other		☐ Competitive Service ☐ Excepted Service

16. APPROPRIATION	17. PAYROLL DEDUCTIONS			J. Position Classification Action			
From:	CSR	FICA	FEGLI	New	Vice	I. A.	Regr.
To: 8432.4030							

K. CLEARANCES	Initials or Signature	Date
(1) Budget Officer	M. J. W.	8/23/61
(2) CEIL. OR POS. CONTROL		
(3) CLASSIFICATION		
(4) PLACEMENT OR EMPL.		
(5)		
(6) APPROVED BY:		

(7) Remarks: (Note: Use item 19 on reverse for Standard Form 50 remarks)
Qualification Standard:

Item 7

VETERANS ADMINISTRATION

REFERENCE SLIP

TO (Name or title—Organizational element—Room No. and bldg.)	INITIALS—DATE
1. Manager (4075/00)	
2. Personnel Officer (4075/25)	
3.	
4.	
5.	

REASON FOR REFERENCE

1 [X] APPROVAL
[ ] AS REQUESTED
[ ] CALL ME
[ ] COMMENTS
[ ] CONCURRENCE
[ ] FOR YOUR FILES
[ ] INFORMATION
2 [X] NECESSARY ACTION
[ ] NOTE AND RETURN
[ ] PER CONVERSATION
[ ] RECOMMENDATION
1 [XX] SIGNATURE
[ ] PREPARE REPLY FOR SIGNATURE OF

REMARKS

Selection has been made in accordance with station promotion plan. This has been discussed with the personnel officer.

P.F.

FROM: Peter Faversham, Chief
Registrar Division (4075-136)

DATE: 8/24/61

TEL. EXT.: 2522

VA FORM OCT 1956 **3230** EXISTING STOCKS OF VA FORM 3230, NOV 1945, WILL BE USED.

NOTE: This reference slip and the following SF 52 are stapled together as one item.

Item 7

Standard Form 52—Rev. July 1957
Promulgated by the U. S. Civil Service Commission FPM R-1

REQUEST FOR PERSONNEL ACTION

PART I. REQUESTING OFFICE: Unless otherwise instructed, fill in all items in this part except those inside the heavy lines. If applicable, obtain resignation and separation data on reverse side.

1. NAME (Last—First—Middle—Mr.—Miss.—Mrs.)	2. DATE OF BIRTH	3. IDENTIFICATION (Optional)	4. Request Number
Rowe, Mary Miss	4/9/38		194

B. Kind of Action Requested: (1) Personnel (Specify appointment, reassignment, resignation, etc.)	C. Proposed Effective Date	D. Date of Request
Promotion	ASAP	8/23/61
(2) Position (Specify establish, revise, abolish, etc.) Vice: Jane Jones - Resigned 8/18/61	E. Position Sensitivity	

5. NATURE OF ACTION (Use standard terminology)	6. EFFECTIVE DATE OF ACTION	7. CIVIL SERVICE OR OTHER LEGAL AUTHORITY

FROM—		TO—	
Clerk-Typist 4075-165-B	8. POSITION TITLE AND NUMBER	Clerk-Stenographer (Ward Secretary) 4075-273-0	
GS-322-2, $3445 p.a.	9. SERIES, GRADE, SALARY	GS-312-3	
Communications and Records Section Registrar Division	10. NAME AND LOCATION OF OFFICE BY WHICH EMPLOYED	Ward Administration Registrar Division	
Utopia VA Center	11. DUTY STATION	Same	
☐ Yes	12. APPORTIONED POSITION	☐ Yes ☐ STATE	☐ Apportionment Waived ☐ Proved

F. Remarks by Requesting Office (Continue in item F on reverse side, if necessary. Show, if applicable, any known additional or modified reasons for resignation)

G. Requested by: Peter Faversham
Chief, Registrar Division

H. For additional information Call (Name and telephone number)
Same. Ext. 2522

I. Request approved by:
Signature
Title: Manager

PART II. TO BE COMPLETED BY PERSONNEL OFFICE (Items inside heavy lines in Part I above also to be completed)

13. VETERAN PREFERENCE				14. TENURE GROUP	15. POSITION TO BE OCCUPIED IS IN THE:	
No.	5-pt.	10-pt. Disab.	10-pt. Other		☐ Competitive Service	☐ Excepted Service

16. APPROPRIATION	17. PAYROLL DEDUCTIONS			J. Position Classification Action			
From: 8432.2500. To: 8432.2200	CSR	FICA	FEGLI	New	Vice	I. A.	Regr.

K. CLEARANCES	Initials or Signature	Date
(1) Budget Officer	M. J. W.	8/24/61
(2) CEIL. OR POS. CONTROL		
(3) CLASSIFICATION		
(4) PLACEMENT OR EMPL.		
(5)		
(6) APPROVED BY:		

(7) Remarks: (Note: Use item 19 on reverse for Standard Form 50 remarks)
Qualification Standard:

Item 8

VETERANS ADMINISTRATION

REFERENCE SLIP

TO (*Name or title—Organizational element—Room No. and bldg.*)	INITIALS—DATE
1. Assistant Manager (4075/001)	
2. Manager (4075/00)	
3.	
4.	
5.	

REASON FOR REFERENCE

- ☐ APPROVAL
- ☐ AS REQUESTED
- ☐ CALL ME
- ☐ COMMENTS
- ☐ CONCURRENCE
- ☐ FOR YOUR FILES
- ☐ INFORMATION
- ☐ NECESSARY ACTION
- ☐ NOTE AND RETURN
- ☐ PER CONVERSATION
- ☐ RECOMMENDATION
- ☐ SIGNATURE
- ☐ PREPARE REPLY FOR SIGNATURE OF

REMARKS

As Safety and Fire Protection Officer for this station, I think we should do something about this spike heel business. Not only are spike heels a safety hazard, but they also scar up the wooden floors we have in some places. An average-weight female wearing spike heels of 1/4 inch diameter exerts on our floors a pressure of almost 1 ton per square inch! It seems to me that the only solution is to be firm and direct about the problem. Request your approval and signature of attached station memo.

Att. I. M. V.

FROM	DATE
I.M. VIGILANT Chief, Engineering Division (4075/138)	8/24/61 TEL. EXT. 458

VA FORM OCT 1958 **3230** EXISTING STOCKS OF VA FORM 3230, NOV 1945, WILL BE USED. GPO: 1957—O-428110

NOTE: This reference slip and the following memorandum are stapled together as one item.

Item 8

OPTIONAL FORM NO. 10

UNITED STATES GOVERNMENT

Memorandum

TO : Female employees DATE:

FROM : Manager (4075/00)

SUBJECT: Proper footwear

1. In the past month three female employees have fallen on the corridors covered with asphalt tile. In each case the employee was wearing shoes with spike heels.

2. No such falls have occurred among those employees wearing shoes with other types of heels. The floors where the accidents occurred were properly waxed with non-skid wax and were not slippery. Obviously, the problem is one of proper footwear.

3. Hereafter female employees are to wear shoes with heels that give adequate support. This can be done without detracting from the attractiveness of the costume.

4. Effective Monday, employees who report to work wearing shoes with spike heels will be required to change to safe footwear before going on duty. This is simply good safety practice - the removal of a hazard before an accident happens. Any necessary absence for this purpose will be charged to annual leave or LWOP, as appropriate.

5. In the past your support of our safety program has been most gratifying. I would appreciate your continued cooperation in this new aspect.

HOMER SAGE

Distribution
Special - 1 copy to each
female employee

Item 9

VETERANS ADMINISTRATION
DEPARTMENT OF VETERANS BENEFITS
WASHINGTON 25, D.C.

August 23, 1961

Your File Reference:

In Reply Refer To: 201J

Mr. Homer Sage
Manager
VA Center
Utopia, Somestate

Dear Mr. Sage:

Representatives of the Internal Audit Service, Office of Appraisal, will visit your station on or about September 11, 1961, for the purpose of conducting an internal audit of your activity. Mr. R. M. Jones, has been designated team captain for this audit.

It is desirable that you be present during the entire period of the audit and if circumstances preclude this, notify this office at once so that necessary changes may be made in the scheduled visit of the team.

As you have previously been advised, these representatives are authorized to contact any VA employee and to examine all records necessary for the execution of the audit assignment.

I am confident that you will make all the resources of your office available to the team members, and I shall be personally interested in the report which is developed and your comments pertaining to it. At the conclusion of the Survey you are requested to submit a candid report of the attitude, approach, conduct and technique of the Internal Audit Team as it impressed you; it will be addressed to me, "PERSONAL-OFFICIAL." This information will be relayed to the Assistant Administrator for Appraisal.

The Internal Audit Service representatives are desirous of using Gray Audograph recording equipment if it is available in your office. Therefore, will you please advise at once as to whether or not you have such equipment and, if so, if it will be available for the use of the Audit representatives.

Very truly yours,

John E. Leonard

JOHN E. LEONARD
Area Field Director

Item 10

August 24, 1961

Dear Mr. Sage:

I've been working at the Utopia Hospital for many years and there are a lot of things I could tell you about it, including the question of where the missing linen is going. I haven't spoken to anybody before, because I didn't think it would do any good and besides I have to eat.

I'm sure that you are coming in with a fresh, new look and want to make sure that things are done right. I know I can help you in this and would like to talk to you.

Very truly yours,

D. O. Goode

NOTE: This item should be placed in a sealed envelope addressed to "Mr. Sage" and marked "Personal."

Item 11

VETERANS ADMINISTRATION
CENTER
UTOPIA, SOMESTATE

Your File Reference:

In Reply Refer To: 4075/26

The Honorable
Solon Wise
House of Representatives
Washington 25, D. C.

Dear Mr. Wise:

Reference is made to Mr. Roe's letter of August 22, 1961, in which he states that he feels that he will be unable to obtain a loan from local lenders and that he fears he will lose the house he is arranging to purchase unless he obtains a direct loan.

If after he has contacted the local lenders he finds that they will not favorably consider making him the loan and if he is in a position to furnish the required down payment plus an amount equal to 10% of the estimated cost of construction which in construction loan cases must be placed in escrow to assure payment of the construction cost should any contingencies arise such as increased costs of materials and labor, he may then write us a letter requesting an application for a direct loan and submit therewith any letters of rejection which he may have received from private institutions.

Very truly yours,

HOMER SAGE
Manager

(TELETYPE) Item 12

VETERANS ADMINISTRATION ROUTINE

CENTRAL OFFICE

(ACTION) UTOPIA VA CENTER

(INFO) AREA MEDICAL DIRECTOR

00/ REURTEL AUG 23 YOU ARE AUTHORIZED TO PROCURE AT ONCE PAID RECRUITMENT ADVERTISEMENT IN YOUR LOCAL PAPERS FOR PRACTICAL NURSES 10/135

ITEM 13

OPTIONAL FORM NO. 10

UNITED STATES GOVERNMENT

Memorandum

TO : **Manager (4075/00)** DATE: **August 24, 1961**

FROM : **Personnel Officer (4075/25)**

SUBJECT: **Possible strike of non-professional employees of local private hospitals**

1. At today's luncheon meeting of the local personnel officers, I had the opportunity of talking to some of the personnel directors from private hospitals in the Utopia area. I thought you would be interested to know that they think that there is a real possibility that their non-professional nursing help will go out on strike within the next two weeks.

2. I will be glad to give you further details on this as soon as you can find the time.

Hiram Fast

HIRAM FAST

PERSONAL-OFFICIAL

Item 14

OPTIONAL FORM NO. 10

UNITED STATES GOVERNMENT

Memorandum

TO : Manager (4075/00) DATE: 8/24/61

FROM : Chief, Adjudication Div. (4075 /21)

SUBJECT: Reassignment of John Nag,Clerk-Steno, GS-4

1. I wish to arrange for the reassignment of Mr. John Nag, Clerk-Steno, GS-4, to another division. Hiram Fast, PO tells me, however, that there is no possibility of reassignment at this time.

2. Mr.Nag has been a problem at this station for IO years; Three years ago I accepted him with grave mis givings and only because I needed somebody very desperately. Besides, the then manager insisted that I take him. I feel that I've done my part and that arrangement s should now be made for somebody else to share the burden

3. MayI see you about this.

4. Please excuse the 2_finger typing. I couldn't, of course, ask Mr. Nag to do th[illegible] for me.

Gordon Knott

GORDON Knott

Item 15

STANDARD FORM NO. 64

Office Memorandum • UNITED STATES GOVERNMENT

TO : Manager (4075/00) DATE: August 23, 1961

FROM : Chief, Loan Guaranty Division (4075/26)

SUBJECT: Employee Morale

1. It has come to my attention that the morale situation in the Adjudication Division is getting out of hand and I think you should know about it so that you will be in a better position to decide what to do about it.

2. These are a few typical causes of employee dissatisfaction:

   a. Failure to give the employee adequate or definite information about his job and instructions as to exactly what is expected of him.

   b. Failure to promote from within whenever possible.

   c. Favoritism among the employees supervised.

   d. Criticism or "bawling out" an employee in the presence of other employees rather than privately.

   e. Lack of interest on supervisor's part in employee's work and well-being.

   f. Failure of supervisor to distinguish between honest mistakes and gross carelessness or willfully improper performance of duty.

   g. Telling or implying to an employee that it will be "bad" for him if a complaint is carried to higher authority.

   h. Ignoring the questions of an employee.

   i. Blaming an employee unfairly in matters relating to his work.

John B. Anthony

JOHN B. ANTHONY

Item 16

VETERANS ADMINISTRATION
REFERENCE SLIP

TO (*Name or title—Organizational element—Room No. and bldg.*)	INITIALS—DATE
1. ~~Dr. Meek, DRS (4075/11)~~	H.E.M.
2. Manager (4075/00)	
3.	
4.	
5.	

REASON FOR REFERENCE

1 [X] APPROVAL
[ ] AS REQUESTED
[ ] CALL ME
[ ] COMMENTS
[ ] CONCURRENCE
[ ] FOR YOUR FILES
[ ] INFORMATION
[ ] NECESSARY ACTION
[ ] NOTE AND RETURN
[ ] PER CONVERSATION
[ ] RECOMMENDATION
2 [X] SIGNATURE
[ ] PREPARE REPLY FOR SIGNATURE OF

REMARKS

H.E.M. 8/23/61
Noted. H. E. Meek, M.D.

FROM: Virginia Starch
VIRGINIA STARCH
Chief Nurse (4075/118)

DATE: 8/22/61
TEL. EXT. 439

VA FORM OCT 1956 **3230** EXISTING STOCKS OF VA FORM 3230, NOV 1945, WILL BE USED.

GPO : 1957—O—426110

NOTE: This reference slip and the following memorandum are stapled together as one item.

PERSONAL-OFFICIAL

Item 16

OPTIONAL FORM NO. 10

UNITED STATES GOVERNMENT

Memorandum

TO : All Nurses DATE:

FROM : Manager (4075/00)

SUBJECT: Policy on employment of members of the same family

In the last six months there have been three marriages between nurses and male Nursing Assistants. The hospital has no right or desire to interfere in the private lives of its employees. However, any nurse fully conscious of her professional status and obligations will realize that if the husband continues in employment in the Nursing Service, some difficult supervisory problems may arise. If it is otherwise feasible, the husband will be transferred to a position of equal grade outside the Nursing Service. Nurses are reminded that in any event no VA employee is to be under the immediate supervision of any member of his family.

HOMER SAGE

PERSONAL-OFFICIAL

Item 17

VETERANS ADMINISTRATION
REFERENCE SLIP

TO (Name or title—Organizational element—Room No. and bldg.)	INITIALS—DATE
1. Mr. Sage	
2.	
3.	
4.	
5.	

REASON FOR REFERENCE

- ☐ APPROVAL
- ☐ AS REQUESTED
- ☐ CALL ME
- ☐ COMMENTS
- ☐ CONCURRENCE
- ☐ FOR YOUR FILES
- ☐ INFORMATION
- ☐ NECESSARY ACTION
- ☐ NOTE AND RETURN
- ☐ PER CONVERSATION
- ☐ RECOMMENDATION
- ☒ SIGNATURE
- ☐ PREPARE REPLY FOR SIGNATURE OF

REMARKS

The complete record in this removal case, including the verbatim transcript (153 pages) of the taped recording of the hearing and the recommendation of the Employee Hearing Committee, is in my safe.

FROM: Semper Utilis (Secretary)

DATE: 8/24/61

TEL. EXT.

VA FORM OCT 1956 **3230** EXISTING STOCKS OF VA FORM 3230, NOV 1945, WILL BE USED.

GPO: 1957—O-428110

NOTE: This reference slip and the following letter are stapled together as one item.

Item 17

VETERANS ADMINISTRATION
CENTER
UTOPIA, SOMESTATE

Your File Reference:

In Reply Refer To: 4075/25

PERSONAL-OFFICIAL

TO : Mr. Garson Lemp
Nursing Service
Utopia VA Center

SUBJ: Removal

1. In connection with the letter of July 21, 1961 , in which you were given advance notice of your proposed removal, a decision has been made to remove you for cause from employment in the VA, effective on Sept. 1, 1961 , based on the following reasons:

Charges I and II as stated in the notice of proposed removal are sustained. Charge III is also sustained, but it is recognized that in connection with this particular charge your action was, in part, provoked.

2. In reaching this decision, I have carefully considered all of the evidence of record, including your written reply, the facts developed during the hearing, and the recommendation of the Employee Hearing Committee.

3. You have the right to appeal this action to the local Regional Office of the U.S. Civil Service Commission, 121 Butternut Street, no later than ten days after the effective date of this action. However, if you do not exercise your right of appeal to the Commission, you have the alternative right to appeal within ten days after the effective date of this action to the Administrator, through this office, on the basis of the record. This is in accordance with the policy of the VA not to consider employee appeals concurrently with the Civil Service Commission, since the Veterans' Preference Act of 1944, as amended, has established the Commission as the final authority for appeals under Section 14 thereof. A further explanation of your appeal rights may be obtained by consulting with the VA Personnel Office, Room 110.

HOMER SAGE
Manager

Item 18

1209 Maple Street
Utopia, Somestate
August 23, 1961

Director
Utopia Vets. Hospital
Utopia, Somestate

Dear Sir:

When I was being interviewed for a job at your station, the man asked me whether I had Indian blood in me, and when I said I did, he lost all interest in hiring me. Up to that time he talked like he was going to offer me the job. Well, I wouldn't accept your crummy job now if you gave it to me on a platter.

I am sending a copy of this letter to my congressman, who is a good friend of us Indians, and to the Utopia Daily Tabloid.

Very truly yours,

John Sharp-Quill

Item 19

1402 Fitch Street
Utopia, Somestate
August 24, 1961

Manager
Veterans Administration Center
Utopia, Somestate

Dear Sir:

I am certainly glad that I had the presence of mind to continue my GI Insurance. For a while I thought I had done a wise thing in converting my insurance. However, I now find that I may have done the wrong thing.

The other day I was happy to receive a dividend check for $58.20 on my $10,000 policy. My wife showed this check to our neighbor, Mrs. Black, whose husband also is a veteran, who has insurance, who didn't convert. Now, it just so happens that we are both age 43, and that we both have a $10,000 policy. But the funny thing is that his non-convert term insurance dividend check was also $58.20.

I am quite disturbed over this. I don't think it is fair because my premiums are so much higher than his, yet we both get the same dividend. I am sure you realize how upset I must be over this matter and if I don't get an explanation you can be sure that I will take this up with Congressman Skelley.

Sincerely yours,

S. O. Blue

Item 20

OPTIONAL FORM NO. 10

UNITED STATES GOVERNMENT

Memorandum

TO : **Manager (4075/00)** DATE: **August 24, 1961**

FROM : **Chief, Contact Division (4075/29)**

SUBJECT: **Complaint on information leak in our Regional Office**

1. Mr. Clyde Knight, field contact representative in North Utopia, has complained that the local service officer receives advance information from Mr. Lester, the service organization representative here in the Regional Office about Claims and Adjudication matters. I have had other indications that Mr. Lester is able to get this type of information through personal contacts here in the RO.

2. Mr. Knight writes that this premature information has resulted in embarrassment for him. But more important it has caused inconvenience for veterans. For example, in the past month several have appeared for examination when not scheduled.

3. I have spoken to the Chief of the Adjudication Division about this. It seems to me that what is needed is the issuance of another warning to all our employees.

Keepin Touch

KEEPIN TOUCH

Item 21

August 25, 1961

PERSONAL-OFFICIAL

Mr. Homer Sage
Manager
Utopia VA Center
Utopia, Somestate

Dear Mr. Sage:

I have been employed at this hospital in a probational status for the past six months. Earlier this week it was discovered that I had a past history of narcotic addiction, and that I didn't mention this when I applied here for employment as a Clinical Psychologist.

Dr. Meek, Director, Professional Services, called me to his office yesterday and spoke to me about this, but he wouldn't--or couldn't--tell me what, if anything, is going to happen to me. I told him I have not taken drugs for over two years now. He admitted that I have been doing fine work and that he would never have suspected I had been an addict. He told me he regretted that this matter has arisen, especially since the Utopia Center is so short of clinical psychologists.

I would appreciate your verifying these statements with Dr. Meek. I am sure, too, that the Chief, Clinical Psychology Service, will bear out his opinion of my ability and good conduct.

Naturally the uncovering of this situation has placed me under a severe emotional strain. I have a wife and two children to support. Being removed from this position in the VA would destroy my last chance of being rehabilitated as a professional man. This is the only reason I did not disclose my past record of addiction.

I know how busy you will be during your first day here, but I desperately need to see you this very morning. I will be waiting for you to call me to your office.

Respectfully yours,

Dexter Dreen

DEXTER DREEN, Ph.D.

PERSONAL-OFFICIAL

APPENDIX D

NOTES ON ITEMS IN APPENDIX C

ITEMS 1 AND 2

1. The reference slip and teletype for Item 1 are separated from the teletype of Item 2 in the kit of materials. One of the tasks of the participants is to relate the two items. In the process of discussing the relationship, the group may bring out the administrative technique of skimming through the in-basket to put connected items together.

2. These two items should raise some questions in the mind of Homer Sage. Those questions, which may be of help during the discussion, are as follows:

   a. Should I "kick up some fuss" about this, as Ernest recommends, or should I insist that we comply with the follow-up wire? If the latter, how should I do it? If the former, what dangers does it present?

   b. What kind of reports control system does the station have which would let this situation occur? Does it need some improvement?

   c. Has the delay been caused by any foot-dragging on Ernest's part? If so, what can I do to get him to change his attitude?

ITEM 3

This is a "trap item." At a quick reading it might look like a "nice" letter which calls for a "nice" answer to Edward Euphoria. A more careful reading will raise some serious questions, such as -

a. Was this gift unprompted or was it solicited by Joe Smith?

b. The way the letter is worded indicates that Mr. Euphoria may have given checks to the nursing assistants who were on duty the day he left. Is this true? If true, is it an isolated instance or a common practice?

c. Should I have this looked into in my absence or should it be held till my return?

d. If I wait, is it likely to "hit the papers" in my absence? If I have somebody look into it, who should it be? Should he make a discreet inquiry to start with? If the facts warrant a full scale investigation, should this be started in my absence or held till my return?

ITEM 4

This is designed as an "urgent" item. Some of the Homer Sages will probably decide that it's so "hot" that the person they select to take care of it should do so immediately. Some of the thoughts that the Homer Sages might wish to jot down in their notes to the selected person are -

a. First, what are the facts? From Miss Utilis' note there apparently has been an incident concerning a patient, Sam E. Loper. Did he "escape"? Is he dangerous? If so, have the civil authorities been notified?

b. After getting the facts, check with the person who has been handling contacts with the local newspapers. What have our relationships with the Utopia Gazette been? What kind of a person is Mr. Deadline? For example, does he look for scare headlines? After doing this, call Mr. Deadline, because this can't wait for my return.

c. After I return, I'd like to get a complete fill-in. In particular I'd like your opinion as to whether we should consider further action, such as a possible investigation.

d. Why did I have to learn this from the paper? Should we also talk to the Utopia Daily Tabloid? (See item 18.) Shouldn't we protect the patient's right to privacy by refusing to discuss his condition with the press?

ITEM 5

This item is also an urgent one. It also has a ticklish public relations angle, even though not as inherently dangerous as that in Item 4. Some of the questions that might occur to Homer Sage are -

a. Mr. Joiner should be told immediately that Mr. Stone has transferred and will not be here to speak at the luncheon.

b. Is this enough, however? Should we leave Mr. Joiner in the spot of having to find another speaker on very short notice? Wouldn't it be better to have someone at the station substitute as the speaker? If so, who?

c. As to the second paragraph, does Mr. Close have a 60-day grace period? If not, he may need an answer very quickly. Would the Chief, Contact Division, be able to answer the question or would it require someone with a more specialized knowledge of insurance activities?

ITEMS 6 AND 7

Items 6 and 7 should be separated in the kit of materials. Some of the group members who tie the items together will treat them alike. But should they?

The group will probably agree that Item 7 is routine and should be signed. There will probably be two principal reactions to Item 6 as follows:

"This is one of the key positions of the station. I will postpone signing until I return and can learn more about Edward Corbett."

"I can't hope to learn much about Edward Corbett in a short time. I have to rely on the judgment of Hiram Fast, so I'll sign."

Even though Item 7 is considered as routine, it should raise some questions in the mind of the Homer Sages. For example -

"Why does a promotion to GS-3 come over my desk?"

"Is this typical of the state of delegation of authority at the station?"

"Should I make a note to check on this after I return?"

ITEM 8

This is an example of a "touchy" item. Some may sign the memorandum, seeing it as a logical solution to the problem. Others will feel that it is not a matter of logic and that prescribing what female employees will wear is treading on dangerous ground.

Those who sense this "touchy" aspect will suggest various ways of handling the matter. For example, some may note the item to be held for their return; others may refer the memorandum to I.M. Vigilant with a suggestion that he discuss the matter with Hiram Fast, the Personnel Officer, and that they develop a way of resolving the problem through an educational approach.

ITEM 9

This item involves the question of timing. Should the visit of the internal audit team be deferred or not? The two views on this are represented as follows:

"Request that the visit be deferred. This will give me time to learn more about the station. It will show loyalty to the employees".

"Tell the team to come ahead. This is the time to have an audit. It will give me an objective view of what needs to be done."

The group members who favor the second approach may wish to discuss what might be done in addition to replying to Mr. Leonard's letter. For example -

- Inform the staff and solicit their cooperation.

- Assure the employees that the visit isn't due to the fact that there is a new manager.

ITEM 10

Mr. Goode's letter may raise the following questions in the minds of the Homer Sages:

- Is this man a crackpot?

- Suppose he is a crackpot, might he not be telling the truth?

The item will probably yield a larger variety of responses than many of the others. Here are some -

"Reseal the letter and hold. On my return I will talk to the Assistant Manager and find out if there is a problem of missing linen."

"I will review the letter when I return and then call in Mr. Goode and talk to him."

"I would inform Mr. Goode, through his department head, that I will meet with him when I return."

"I would have Mr. Lee Gill, the Chief Attorney, check on Mr. Goode in my absence."

"I would write directly to Goode and set up an appointment with him when I return."

ITEM 11

This item faces the Homer Sages with this puzzler -

"The letter is not a shining example of 4-S principles. It could be greatly improved. But Mr. Roe fears he will lose the house he is arranging to purchase unless he obtains a direct loan. Will a delay for rewriting add materially to this danger?"

The letter may also cause the Homer Sages to wonder about the general state of letter writing at the station. Some of them may mention that they plan to check on their return to see if 4-S training is needed.

ITEMS 12 AND 13

These items should be separated in the kit of materials. Discuss Item 12 first. Some members will treat the item independently and others will then point out the relationship of Item 13.

The two points of view on the relationship are expressed by the following:

"After we requested authority to use paid advertising, Hiram Fast learned of a possible strike of non-professional nursing help in local hospitals. It would be better to hold up on the advertising."

"Our primary consideration is to staff our hospital. The local hospitals have hired from us. Besides, even if we advertise, we wouldn't have to hire away from the other hospitals."

ITEMS 14 AND 15

These items should be separated in the kit of materials. Unlike the other pairs they are indirectly, rather than directly, related.

Some of the Homer Sages may sense something symptomatic in the Adjudication Division, something that needs looking into. They may also wonder about Mr. Anthony "tattling" in this manner and may want to check later on the possibility of cliques and factions at the station.

ITEM 16

This, like Item 8, is a "touchy" item. Some questions that may occur to the Homer Sages are -

> "How many instances have occurred where an employee is under the direct supervision of a member of his family?"
>
> "Can the situation be handled normally by scheduling?"
>
> "Would the issuance of the memorandum produce any adverse reactions? For example, how would the Nursing Assistants feel about their social status?"
>
> "What about Dr. Meek? Should he have given his opinion and not simply put down 'Noted'?"

ITEM 17

This letter raises the question of the extent to which Homer Sage should rely, for this item, on staff recommendations. Some group members will sign the letter on the basis that it is technically correct and that they would rely on the recommendations of the Employee Hearing Committee.

Most of the group will probably oppose this view for the following reasons:

> "This is an important action. There should be time to consider it."
>
> "The Employee Hearing Committee merely recommends. The manager makes the decision and he should not do so hastily."
>
> "If I sign this letter I am certifying that 'I have carefully considered all of the evidence of record.' This simply is not true."

ITEM 18

This item has a public relations aspect that adds to its urgency. It will probably yield a variety of responses. Here are some -

> "Refer the letter to Lee Gill. Tell him he may be called by the Tabloid and ask him to get all the facts in anticipation of the call."
>
> "Have someone call the Tabloid and get the facts to them in advance."
>
> "Write to John Sharp-Quill and explain the policy to him."
>
> "Write to Sharp-Quill, the congressman, and the Tabloid. Explain that you will look into the matter on your return. Send a copy of the letter to the Area Information Representative."

"Reconnoiter first; Sharp-Quill's reaction may be due to oversensitivity on his part. Refer to the Personnel Officer to prepare a reply for 'my' signature and to hold the reply for my return. Have Mr. Fast ask the Tabloid to check with us for the facts on the letter they receive."

"Refer the letter to the Deputy Fair Employment Officer and ask him to check on it."

ITEM 19

This item also has a public relations aspect, although not with the same urgency as Item 18. The majority of the group will probably feel that the questions cannot be answered by the Center, that the letter should be referred to CO or the appropriate District Office, and that Mr. Blue should be told about the referral.

ITEM 20

Some of the thoughts that might occur to the Homer Sages are -

"A previous warning apparently didn't seem to be effective. Would another one work any better?"

"These leaks should be stopped, but in the course of stopping them we must also be careful to maintain our relations with the service organizations. I should move carefully in this matter."

"It might be well to 'get the facts.' If so, should I refer the matter to Lee Gill, who will be acting in my absence or back to Mr. Touch?"

ITEM 21

This item poses a knotty problem, not susceptible to an easy answer.

On the one hand, according to Dexter Dreen's letter -

- he has not taken drugs for over two years.
- Dr. Meek admitted that he, Dreen, had been doing good work.
- The Center is short of clinical psychologists.
- His professional career would be ruined by removal.

On the other hand -

- Dreen did conceal his past history of addiction.
- The percentage of regression of narcotic addicts is high.
- The hospital's community relations might be harmed if it gets out that Dreen was kept on the staff after his history of past addiction became known.

Another problem is that Dreen's letter states, "I desperately need to see you this morning." Dreen is obviously in a highly emotional state. Is he likely to do something rash if Homer Sage doesn't arrange for somebody to talk to him?

ERIC Clearinghouse
JUL 11 1973
on Adult Education

VA-341194